

From: Jackson, Ryan
Location: 3402 WJC-N
Importance: Normal
Subject: Daily Personnel Meeting
Start Date/Time: Mon 2/27/2017 8:00:00 PM
End Date/Time: Mon 2/27/2017 8:30:00 PM

From: Adm14Pruitt, Scott
Location: Alm Conference Room
Importance: High
Subject: Canceled: Senior Staff Meeting
Start Date/Time: Mon 2/27/2017 6:00:00 PM
End Date/Time: Mon 2/27/2017 7:00:00 PM

SCT: Aaron Dickerson, 202-564-1783.

NOTE: Due to space constraints, please contact Aaron Dickerson before forwarding or inviting additional meeting attendees.

Conference Line: Ex. 6 - Personal Privacy Access Code: Ex. 6 - Personal Privacy

To: Adm14Pruitt, Scott[adm14pruitt.scott@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]; 2017HQfirstassistants[2017HQfirstassistants@epa.gov]; Elkins, Arthur[Elkins.Arthur@epa.gov]; 2017Regionfirstassistants[2017Regionfirstassistants@epa.gov]; Slotkin, Ron[slotkin.ron@epa.gov]; Bloom, David[Bloom.David@epa.gov]; Simon, Nigel[Simon.Nigel@epa.gov]; Munoz, Charles[munoz.charles@epa.gov]; Benton, Donald[benton.donald@epa.gov]; Konkus, John[konkus.john@epa.gov]; Schnare, David[schnare.david@epa.gov]; Kling, David[Kling.Dave@epa.gov]; Brennan, Thomas[Brennan.Thomas@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Kenny, Shannon[Kenny.Shannon@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]; Heard, Anne[Heard.Anne@epa.gov]; Shapiro, Mike[Shapiro.Mike@epa.gov]; Chu, Ed[Chu.Ed@epa.gov]; EPAVTC[EPAVTC@epa.gov]; Minoli, Kevin[Minoli.Kevin@epa.gov]; Kaplan, Robert[kaplan.robert@epa.gov]; Vizian, Donna[Vizian.Donna@epa.gov]; Rodrigues, Cecil[rodrigues.cecil@epa.gov]; Cleland-Hamnett, Wendy[Cleland-Hamnett.Wendy@epa.gov]; Mugdan, Walter[Mugdan.Walter@epa.gov]; Richardson, RobinH[Richardson.RobinH@epa.gov]; Szaro, Deb[Szaro.Deb@epa.gov]; Strauss, Alexis[Strauss.Alexis@epa.gov]; Kavlock, Robert[Kavlock.Robert@epa.gov]; Dunham, Sarah[Dunham.Sarah@epa.gov]; Breen, Barry[Breen.Barry@epa.gov]; McCabe, Catherine[McCabe.Catherine@epa.gov]; Pirzadeh, Michelle[Pirzadeh.Michelle@epa.gov]; Torma, Tim[Torma.Tim@epa.gov]; Coleman, Sam[Coleman.Sam@epa.gov]; Nishida, Jane[Nishida.Jane@epa.gov]; Starfield, Lawrence[Starfield.Lawrence@epa.gov]; Thomas, Deb[thomas.debrah@epa.gov]; Reeder, John[Reeder.John@epa.gov]; Lapierre, Kenneth[lapierre.kenneth@epa.gov]; Fine, Steven[fine.steven@epa.gov]; Brown, Byron[brown.byron@epa.gov]; Dravis, Samantha[dravis.samantha@epa.gov]
Cc: Hill, Randy[Hill.Randy@epa.gov]; Greaves, Holly[greaves.holly@epa.gov]
To: Bangerter, Layne[bangerter.layne@epa.gov]; Davis, Patrick[davis.patrick@epa.gov]; Ericksen, Doug[ericksen.doug@epa.gov]; Kreutzer, David[kreutzer.david@epa.gov]; Schwab, Justin[schwab.justin@epa.gov]; Sugiyama, George[sugiyama.george@epa.gov]

SCt: Denise Anderson, 202-564-1782

NOTE: Due to space constraints, please contact Denise Anderson before forwarding or inviting additional meeting attendees.

Conference Line: Ex. 6 - Personal Privacy / Access Code: Ex. 6 - Personal Privacy

To: Adm14Pruitt, Scott[adm14pruitt.scott@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]; 2017HQfirstassistants[2017HQfirstassistants@epa.gov]; Elkins, Arthur[Elkins.Arthur@epa.gov]; 2017Regionfirstassistants[2017Regionfirstassistants@epa.gov]; Slotkin, Ron[slotkin.ron@epa.gov]; Bloom, David[Bloom.David@epa.gov]; Simon, Nigel[Simon.Nigel@epa.gov]; Breen, Barry[Breen.Barry@epa.gov]; Munoz, Charles[munoz.charles@epa.gov]; Benton, Donald[benton.donald@epa.gov]; Konkus, John[konkus.john@epa.gov]; Schnare, David[schnare.david@epa.gov]; Kling, David[Kling.Dave@epa.gov]; Brennan, Thomas[Brennan.Thomas@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Kenny, Shannon[Kenny.Shannon@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]; Heard, Anne[Heard.Anne@epa.gov]; Shapiro, Mike[Shapiro.Mike@epa.gov]; Chu, Ed[Chu.Ed@epa.gov]; EPAVTC[EPAVTC@epa.gov]; Minoli, Kevin[Minoli.Kevin@epa.gov]; Kaplan, Robert[kaplan.robert@epa.gov]; Vizian, Donna[Vizian.Donna@epa.gov]; Rodrigues, Cecil[rodrigues.cecil@epa.gov]; Cleland-Hamnett, Wendy[Cleland-Hamnett.Wendy@epa.gov]; Mugdan, Walter[Mugdan.Walter@epa.gov]; Richardson, RobinH[Richardson.RobinH@epa.gov]; Szaro, Deb[Szaro.Deb@epa.gov]; Strauss, Alexis[Strauss.Alexis@epa.gov]; Kavlock, Robert[Kavlock.Robert@epa.gov]; Dunham, Sarah[Dunham.Sarah@epa.gov]; McCabe, Catherine[McCabe.Catherine@epa.gov]; Pirzadeh, Michelle[Pirzadeh.Michelle@epa.gov]; Torma, Tim[Torma.Tim@epa.gov]; Coleman, Sam[Coleman.Sam@epa.gov]; Nishida, Jane[Nishida.Jane@epa.gov]; Starfield, Lawrence[Starfield.Lawrence@epa.gov]; Thomas, Deb[thomas.debrah@epa.gov]; Reeder, John[Reeder.John@epa.gov]; Lapierre, Kenneth[lapierre.kenneth@epa.gov]; Fine, Steven[fine.steven@epa.gov]; Brown, Byron[brown.byron@epa.gov]; Dravis, Samantha[dravis.samantha@epa.gov]
Cc: Hill, Randy[Hill.Randy@epa.gov]; Greaves, Holly[greaves.holly@epa.gov]
To: Bangerter, Layne[bangerter.layne@epa.gov]; Davis, Patrick[davis.patrick@epa.gov]; Ericksen, Doug[ericksen.doug@epa.gov]; Kreutzer, David[kreutzer.david@epa.gov]; Schwab, Justin[schwab.justin@epa.gov]; Sugiyama, George[sugiyama.george@epa.gov]

SCt: Denise Anderson, 202-564-1782

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Cc: Hill, Randy[Hill.Randy@epa.gov]; Greaves, Holly[greaves.holly@epa.gov]
To: Bangerter, Layne[bangerter.layne@epa.gov]; Davis, Patrick[davis.patrick@epa.gov]; Ericksen, Doug[ericksen.doug@epa.gov]; Kreutzer, David[kreutzer.david@epa.gov]; Schwab, Justin[schwab.justin@epa.gov]; Sugiyama, George[sugiyama.george@epa.gov]

SCt: Denise Anderson, 202-564-1782

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Conference Line: [Ex. 6 - Personal Privacy] / Access Code: [Ex. 6 - Personal Privacy]

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Cc: Greaves, Holly[greaves.holly@epa.gov]; Brown, Byron[brown.byron@epa.gov]; Wise, Louise[Wise.Louise@epa.gov]; Hill, Randy[Hill.Randy@epa.gov]; Dravis, Samantha[dravis.samantha@epa.gov]; Opalski, Dan[Opalski.Dan@epa.gov]; Holsman, Marianne[Holsman.Marianne@epa.gov]; Traylor, Patrick[traylor.patrick@epa.gov]; Forsgren, Lee[Forsgren.Lee@epa.gov]; Grantham, Nancy[Grantham.Nancy@epa.gov]; Darwin, Henry[darwin.henry@epa.gov]; Bodine, Susan[bodine.susan@epa.gov]; Stepp, Cathy[stepp.cathy@epa.gov]
Subject: Canceled: Senior Staff Meeting

SCt: Denise Anderson, 202-564-1782

NOTE: Due to space constraints, please contact Denise Anderson before forwarding or inviting additional meeting attendees.

Conference Line Ex. 6 - Personal Privacy / Access Code Ex. 6 - Personal Privacy

To: Reeder, John[Reeder.John@epa.gov]
Cc: Jackson, Ryan[jackson.ryan@epa.gov]
From: Allen.Reginald@epa.gov
Sent: Mon 3/13/2017 4:29:07 AM
Subject: Re: Holly

Ex. 5 - Deliberative Process

Reggie

Reginald E. Allen, SES

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell **Ex. 6 - Personal Privacy**

On Mar 12, 2017, at 11:51 PM, Reeder, John <Reeder.John@epa.gov> wrote:

Ex. 5 - Deliberative Process

Sent from my iPhone

On Mar 12, 2017, at 10:41 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Ex. 5 - Deliberative Process

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

On Mar 12, 2017, at 8:44 PM, Allen, Reginald <Allen.Reginald@epa.gov> wrote:

Ex. 5 - Deliberative Process

Reggie

Reginald E. Allen, SES

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

On Mar 12, 2017, at 8:22 PM, Allen, Reginald <Allen.Reginald@epa.gov> wrote:

Yes sir

She has the statement below in her pending position description.

Serving as the First Assistant and as the Acting Chief Financial Officer for the Agency in the absence of the Chief Financial Officer.

Although her paperwork is signed and processing will need to confirm Monday with ERD that she is complete.

Reggie

Reginald E. Allen, SES

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell/ Ex. 6 - Personal Privacy

On Mar 12, 2017, at 7:24 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

With Holly's new assignment is she the principal at the finance office?

What I'm getting at is she to speak for Finance instead of David and David is the principal deputy now?

Ryan Jackson

Chief of Staff

U.S. Environmental Protection Agency

Ex. 6 - Personal Privacy

To: Jackson, Ryan[jackson.ryan@epa.gov]
From: Allen.Reginald@epa.gov
Sent: Mon 3/6/2017 6:40:51 PM
Subject: Re: RE:

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Reggie

Reginald E. Allen, SES

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

On Mar 6, 2017, at 11:02 AM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Big thanks. Nothing like a 4 and a half hour plane ride to get in one's battle rhythm. I'm coming back on a mission.

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

On Mar 6, 2017, at 8:53 AM, Allen, Reginald <Allen.Reginald@epa.gov> wrote:

Sworn in - working computer now...

Reginald E. Allen

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

-----Original Message-----

From: Jackson, Ryan

Sent: Monday, March 6, 2017 10:53 AM

To: Allen, Reginald <Allen.Reginald@epa.gov>; Munoz, Charles
<munoz.charles@epa.gov>

Subject:

Is Byron sworn in with a computer?

Ryan Jackson

Chief of Staff

U.S. EPA

Ex. 6 - Personal Privacy

To: Reeder, John[Reeder.John@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Willis, Sharnett[Willis.Sharnett@epa.gov]
Sent: Thur 3/2/2017 1:21:43 AM
Subject: RE: scratch that re/Catharine Ransom

We are working 0930-1030 with Air

Reginald E. Allen

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

From: Reeder, John
Sent: Wednesday, March 1, 2017 8:16 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Allen, Reginald <Allen.Reginald@epa.gov>; Willis, Sharnett <Willis.Sharnett@epa.gov>
Subject: scratch that re/Catharine Ransom

Ex. 5 - Deliberative Process

Yours truly,

John/Reggie (executive schedulers!)

From: Reeder, John
Sent: Wednesday, March 01, 2017 7:52 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Allen, Reginald <Allen.Reginald@epa.gov>
Subject: Catharine Ransom and the Renewable Fuels execs

Ex. 5 - Deliberative Process

Please let me know if you want to make a call to her, or do you want me/Reggie to do.

We're standing by so that somehow we get back to Catharine tonight, which we committed to do.

John

From: Catharine Ransom [<mailto:cransom@gpg.com>]
Sent: Tuesday, February 21, 2017 7:13 PM
To: Pruitt, Scott <Pruitt.Scott@epa.gov>
Cc: Reeder, John <Reeder.John@epa.gov>; Hope, Brian <Hope.Brian@epa.gov>
Subject: Meeting Request: Fuels America re: RFS

Administrator Pruitt,

Good afternoon! I am writing today on behalf of the Fuels America coalition, which is a broad coalition of interests focused on protecting the Renewable Fuel Standard (RFS). A group of CEOs and senior executives from the coalition will be in town on March 1st, and the group is interested in meeting with you to discuss the RFS, the latest industry trends, market conditions, and the outlook for the year ahead.

Meeting attendees would include:

Adam Monroe, President, North America, Novozymes

Bob Dinneen, President and CEO, Renewable Fuels Association (RFA)

Emily Skor, CEO, Growth Energy

Craig Willis, President, Ethanol, ADM

Brooke Coleman, Executive Director, Advanced Biofuels Business Council (ABBC)

Thank you for your consideration of this request, and please contact me with any questions, or if you or your team need additional information. Thank you!

Catharine Ransom

CATHARINE CYR
RANSOM
Managing Director
t. 202.337.0803.851

[e. cransom@gpg.com](mailto:e.cransom@gpg.com)

To: Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Tue 2/28/2017 3:35:46 PM

Can you call me at [Ex. 6 - Personal Privacy] asap?

Ryan Jackson
Chief of Staff
U.S. EPA

[Ex. 6 - Personal Privacy]

To: Sullivan, Patrick F.[Sullivan.Patrick@epa.gov]; Perrotta, Pasquale[Perrotta.Pasquale@epa.gov]; [Personal Security Detail Ex. 6; 7(c); 7(f)]
[Personal Security Detail Ex. 6; 7(c); 7(f)] Barnet, Henry[Barnet.Henry@epa.gov]; Taylor, Jessica[taylor.jessica@epa.gov]; Minoli, Kevin[Minoli.Kevin@epa.gov]; Blake, Wendy[Blake.Wendy@epa.gov]; Benton, Donald[benton.donald@epa.gov]; Schnare, David[schnare.david@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]; Noga, Vaughn[Noga.Vaughn@EPA.GOV]; Glazier, Kelly[Glazier.Kelly@epa.gov]; Jackson, Yvette[Jackson.Yvette@epa.gov]; Vizian, Donna[Vizian.Donna@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Youngblood, Charlotte[Youngblood.Charlotte@epa.gov]
Cc: Elkins, Arthur[Elkins.Arthur@epa.gov]; Sheehan, Charles[Sheehan.Charles@epa.gov]; Larsen, Alan[Larsen.Alan@epa.gov]; Hanger, Eric[Hanger.Eric@epa.gov]; [Ex 6; Ex. 7(C)]

Ex 6; Ex. 7(C)

From: Reeder, John
Sent: Fri 2/17/2017 5:18:47 PM
Subject: RE: Tuesday's Event with Incoming Administrator Pruitt

Thank you Patrick.

Ex. 5 - Deliberative Process

I've discussed with Reginald Allen, as acting Deputy Chief of Staff, to follow up and assure appropriate action/coordination.

Best,

John E. Reeder

Acting COS

202 564 6082 (direct)

From: Sullivan, Patrick F.
Sent: Friday, February 17, 2017 11:38 AM
To: Perrotta, Pasquale <Perrotta.Pasquale@epa.gov>; [Personal Security Detail Ex. 6; 7(c); 7(f)]
[Personal Security Detail Ex. 6; 7(c); 7(f)] Barnet, Henry <Barnet.Henry@epa.gov>; Taylor,

Jessica <taylor.jessica@epa.gov>; Minoli, Kevin <Minoli.Kevin@epa.gov>; Blake, Wendy <Blake.Wendy@epa.gov>; Benton, Donald <benton.donald@epa.gov>; Schnare, David <schnare.david@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>; Noga, Vaughn <Noga.Vaughn@EPA.GOV>; Glazier, Kelly <Glazier.Kelly@epa.gov>; Jackson, Yvette <Jackson.Yvette@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>; Reeder, John <Reeder.John@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>; Youngblood, Charlotte <Youngblood.Charlotte@epa.gov>
Cc: Elkins, Arthur <Elkins.Arthur@epa.gov>; Sheehan, Charles <Sheehan.Charles@epa.gov>; Larsen, Alan <Larsen.Alan@epa.gov>; Hanger, Eric <Hanger.Eric@epa.gov>; **Ex 6; Ex. 7(C)**

Ex 6; Ex. 7(C)

Subject: Tuesday's Event with Incoming Administrator Pruitt

Yesterday, I had brief discussions with Special Agents **Personal Security Detail Ex. 6; 7(c); 7(f)** PSD, concerning an event scheduled for February 21, Tuesday morning, in the Green Room, in which Administrator Pruitt will meet EPA employees with media in the room.

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

I am off today, but I am monitoring emails and available via cell phone.

Ex 6; Ex. 7(C) is in the office and he can meet in person should a meeting be necessary today. **Ex 6; Ex. 7(C)** can be reached on his cell phone **Ex. 6 - Personal Privacy**

Thank you,

Patrick F. Sullivan

Assistant Inspector General for Investigations

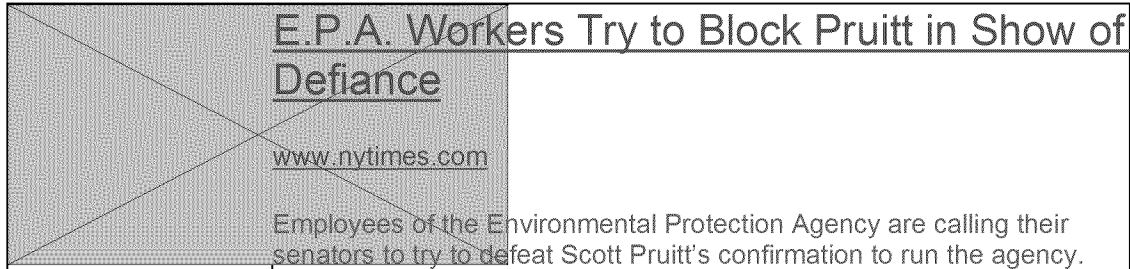
EPA Office of Inspector General

Desk: (202) 566-0308

Cell: **Ex. 6 - Personal Privacy**

Email: sullivan.patrick@epa.gov

https://www.nytimes.com/2017/02/16/us/politics/scott-pruitt-environmental-protection-agency.html?_r=0



To: Allen, Reginald[Allen.Reginald@epa.gov]; Reeder, John[Reeder.John@epa.gov]; Munoz, Charles[munoz.charles@epa.gov]
From: Jackson, Ryan
Sent: Sat 3/4/2017 1:10:08 AM

Is the office of public engagement headed by a political?

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Tue 2/28/2017 4:53:58 AM

Ex. 5 - Deliberative Process

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Allen, Reginald[Allen.Reginald@epa.gov]; Munoz, Charles[munoz.charles@epa.gov]
From: Jackson, Ryan
Sent: Sat 3/4/2017 12:38:16 AM

I also spoke to Pruitt tonight on Ken.

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Allen, Reginald[Allen.Reginald@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]; Minoli, Kevin[Minoli.Kevin@epa.gov]
From: Reeder, John
Sent: Thur 4/27/2017 2:33:19 PM
Subject: RE:

This should be fine. Of course it is still subject to FOIA and federal recordkeeping, just so he's aware nothing is really private even if limited to a small number of users.

From: Allen, Reginald
Sent: Thursday, April 27, 2017 10:15 AM
To: Jackson, Ryan <jackson.ryan@epa.gov>; Reeder, John <Reeder.John@epa.gov>; Minoli, Kevin <Minoli.Kevin@epa.gov>
Cc: Hupp, Sydney <hupp.sydney@epa.gov>; Hope, Brian <Hope.Brian@epa.gov>; Hale, Michelle <hale.michelle@epa.gov>; Dravis, Samantha <dravis.samantha@epa.gov>; Brown, Byron <brown.byron@epa.gov>
Subject: RE:

Will have our guys get on it

Reginald E. Allen, SES

Assistant Deputy Chief of Staff

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

From: Jackson, Ryan
Sent: Thursday, April 27, 2017 10:13 AM
To: Reeder, John <Reeder.John@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>; Minoli, Kevin <Minoli.Kevin@epa.gov>

Cc: Hupp, Sydney <hupp.sydney@epa.gov>; Hope, Brian <Hope.Brian@epa.gov>; Hale, Michelle <hale.michelle@epa.gov>; Dravis, Samantha <dravis.samantha@epa.gov>; Brown, Byron <brown.byron@epa.gov>

Subject:

Gentlemen, I need one more email address set up for the Administrator to manage his communications best.

Ex. 5 - Deliberative Process

Ryan Jackson

Chief of Staff

U.S. Environmental Protection Agency

Ex. 6 - Personal Privacy

To: Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Fri 3/3/2017 9:46:29 PM
Subject: Can you call me at [Ex. 6 - Personal Privacy]

Ryan Jackson
Chief of Staff
U.S. EPA

[Ex. 6 - Personal Privacy]

To: Allen, Reginald[Allen.Reginald@epa.gov]
Cc: Reeder, John[Reeder.John@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]
From: Jackson, Ryan
Sent: Tue 3/21/2017 2:00:48 AM
Subject: RE:

I ate a lot of food.

From: Allen, Reginald
Sent: Monday, March 20, 2017 9:42 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Reeder, John <Reeder.John@epa.gov>; Flynn, Mike <Flynn.Mike@epa.gov>
Subject: Re:

Ex. 5 - Deliberative Process

Reggie

Reginald E. Allen, SES

Director, Administrative and Executive Services

Office of the Administrator

U.S. Environmental Protection Agency

Office 202-564-0444

Direct 202-564-1029

Cell: **Ex. 6 - Personal Privacy**

On Mar 20, 2017, at 8:17 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Are you familiar with these agreements? We were asked to have signed by tomorrow.

Ex. 5 - Deliberative Process

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: AO Managers and Supervisors[AO_Managers_and_Supervisors@epa.gov]
Cc: Flynn, Mike[Flynn.Mike@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]
From: Reeder, John
Sent: Tue 3/28/2017 9:15:05 PM
Subject: Time for FY 2017 Mid-Year Progress Reviews for General Schedule Employees
[AO Performance Discussion Guide.pdf](#)
[2017 Mgmt Training Schedule - Attachment 1. 3-2-17.docx](#)
[Tips for FY 2017 PARS Mid-Year Performance Discussions.docx](#)

Hello AO Managers and Supervisors – It's that time again! Here in AO and across the agency, mid-year performance review is underway as part of EPA's Performance Appraisal and Recognition System (PARS). The FY 2017 Performance Appraisal and Recognition System rating cycle for employees is in effect from October 1, 2016 through September 30, 2017. An integral element of the process is the completion of mid-year progress reviews required by the agency's policy on performance management. It is now time for managers and supervisors to begin the mid-year review process with your employees. Our goal is to have all mid-year discussions completed by **April 28, 2017**.

Reasons for Conducting Mid-Year Discussions - The mid-year reviews provide an important opportunity for supervisors and staff to discuss critical duties and responsibilities, expectations, organizational priorities, career goals, and employee-supervisor communication. The mid-year review is a discussion of an employee's progress toward achieving the critical elements in the employee's PARS agreement. Effective and meaningful performance discussions will advance AO as a great place to work and are key to a thriving organization with high levels of employee engagement. To be most effective, the performance discussion needs to be *two-way* -- both managers and staff need to actively engage. The ***AO Performance Discussion Guide*** is a useful tool for both supervisors and employees. The Guide provides excellent tips on how to foster and sustain effective, two-way communication. Please see the first attachment.

Employee Development and Engagement - In addition to performance, these discussions are an opportunity to discuss your staff's developmental objectives and training needs. As in the past, we encourage you to help your employees to be creative in thinking about development in broader terms rather than just training. Now, more than ever, it may be important to highlight the employee development experiences that are available through Talent Hub and EPA's Skills Marketplace program as these may enhance both long-term and short-term development. Finally, you may certainly encourage your employees to prepare an Individual Development Plan (IDP) as part of this process so they can identify and discuss their developmental goals and identify potential training and development opportunities.

HQ's Labor and Employee Relations Staff (LERS) is Providing Assistance and Is Offering Training on PAPs, PIPs, and Awards - Supervisors with new concerns or existing issues regarding an employee's performance are encouraged to consult their servicing labor and

employee relations specialist. Nicole Patterson, is AO's LER Specialist. Nicole can be reached at 202-564-4839 or Patterson.nicole@epa.gov. We have provided some additional suggestions for your consideration in the second attachment.

Certifications are Required - By May 12, 2017, all AO program offices and AAships must certify that mid-year progress reviews for all staff have been completed. If there is a legitimate reason why a supervisor was unable to conduct a mid-year discussion with an employee (e.g., the employee is on leave without pay), the certification must list the employee's name and provide an explanation with an estimated completion date for the discussion. Certifications must be signed by the program office's deputy assistant administrator (or his or her designee). Each office should send the notice of certification via an email to **Charmaine McDuffie** at mcduffie.charmaine@epa.gov with a cc: to **Twanna Lesperance** at lesperance.twanna@epa.gov. Should you have other questions, please do not hesitate to contact **Twanna at 202-564-0419**.

Linking Position Descriptions with Performance Plans - Mid-year discussions also provide supervisors an opportunity to review the respective position descriptions and to work with the servicing Human Resources Shared Service Center to ensure position descriptions are current and appropriately classified.

I urge all of AO's managers and supervisors to participate in making this a meaningful process that improves overall employee satisfaction and performance. Thank you in advance for your assistance in carrying out this important agency process.

John E. Reeder,

Deputy Chief of Staff

Attachments

1. AO Performance Discussion Guide
2. HRMD LER Management Training Series 2017
3. Suggestions for FY 2017 Mid-Year Performance Discussions

HRMD LER Management Training Series

2017

Monthly 2-Hour Training Schedule

Date/Time 1 - 3 p.m. ET	Title/Description	On-site Location
January 18	Performance Management – Setting expectations, documenting performance, & providing continuous feedback	RTP Classroom C112 HQ WJC North 3530
January 24	Say What?! - A manager's guide to keeping out of trouble in communications with employees	RTP Classroom C112 HQ WJC North 3530
February 28	Hiring Right – Effectively using the interview process & the probationary period	RTP Classroom C112 HQ WJC North 3530
March 28	PAPs, PIPs, Awards? Oh My! Making the most of Mid-Year PARS	RTP Classroom C112 HQ WJC North 3530
April 19	Time, Leave & Attendance - Understanding the policies, setting expectations, & handling leave abuse	Webinar Only
April 25	Union Notification / Basic LER - What, how and when you MUST communicate with Unions	RTP Classroom C601A HQ WJC North 3530
May 23	4711 for Managers – What to do when harassment is reported & what to expect during the investigation process	RTP Classroom C113 HQ WJC North 3530
June 27*	Time, Leave, & Attendance – Understanding the policies, setting expectations, & recognizing leave abuse	RTP Classroom C114 HQ WJC North 3530
July 19	Performance Management – Setting expectations, documenting performance, & providing continuous feedback	Webinar Only
July 25	OIG/EEO – OIG investigators will educate us on role of OIG at EPA; OGC will discuss current EEO trends, what to do when a complaint is filed against you, and navigating the EEO process	RTP Classroom C114 HQ WJC North 3530
August 22	Effective Disciplinary Actions –What you need to know before you take an action	RTP Classroom C114 HQ WJC North 3530
September 26	Performance Management – End-of-year closeout & how to write Critical Elements that work for employees & managers	RTP Classroom C113 HQ WJC North 3530
October 18*	Time, Leave & Attendance - Understanding the policies, setting expectations, & handling leave abuse	Webinar Only
October 24	Crucial Conversations – How to communicate effectively when stakes & emotions run high	RTP Classroom C113 HQ WJC North 3530
November 28	Medical Issues in the Workplace & Reasonable Accommodations – What you need to know about providing effective	RTP Classroom C114

*These sessions will be geared towards non-regional employees

	accommodations	HQ WJC North 3530
--	----------------	-------------------

2017 Semiannual All-Day Supervisor Training

Basic LER Training for Supervisors and Managers – What you need to know to supervise employees.

Date/Time 8:30 a.m. – 4 p.m. ET	On-site Location (RTP only)
February 7	C601A
April 11* *11 a.m. – 7:00 p.m. ET	C221
June 13	C221
August 8	C221
October 10* *11 a.m. – 7:00 p.m. ET	C221
December 5	C221

Semiannual all-day training is meant to be a basic introduction to what you need to know immediately as an EPA supervisor. We will be reviewing basic time and attendance requirements, work schedules, performance management, union agreements, and best practices. We encourage all supervisors (new and old) to attend.

This training will also be offered in both on-site (*RTP only*) and webinar format on the above dates. We understand that all-day webinar training can be a challenge, so we will attempt to make the training as engaging as possible for those unable to attend in person.

Specialist Name	Assigned Programs	Phone Number	Email
Jeremy Taylor	Director, HRMD	919-541-0537	taylor.jeremy@epa.gov
Noreen Gordon	Branch Chief, MSB	919-541-5298	gordon.noreen@epa.gov
Kathryn Smith	ORD	919-541-4216	smith.kathryn@epa.gov
Nikki Davis	OCSPP	919-541-5317	davis.nikki@epa.gov
Tessa Burmania	OAQPS, OCFO, OEI, OARM-RTP, OCR-RTP, RTP-POD	919-541-5684	burmania.tessa@epa.gov
Sterling Lalla	LER Support	919-541-3505	lalla.sterling@epa.gov
Erica Rodriguez	LER Support	919-541-5533	rodriguez.eric@epa.gov

Want more information?
Connect with us on [SharePoint!](#)

3/3/2017

AO Performance Discussion Guide

Updated – March 2016

Why Have a Discussion Guide?

The purpose of this discussion guide is to provide managers and staff in the Office of the Administrator with a tool to help bring about effective and meaningful two-way communication between both managers and staff. The goal of the guide is to achieve frequent, constructive, and open dialogue that builds trust, improves transparency, enhances accountability, and promotes among all employees a greater sense of connection to the organization. The questions are intended to establish a model of communication between manager and employee. The guide is neither mandatory, comprehensive, nor appropriate for all situations. Managers and staff are encouraged to exercise their best judgment in determining which of these questions and/or what other questions are applicable or appropriate to use in a particular situation.

When should this Discussion Guide be used?

This discussion guide can be used throughout the year, including the informal mid-year discussions and during the formal end-of-year reviews under PARS. The guide can also be used as a tool for discussion and dialogue in other settings, such as:

- Regular one-on-one meetings with managers and staff (weekly, every other week, 15-30 minutes)
- Quarterly check-ins with staff (in addition to mid-year and end-of-year formal reviews)
- Peer feedback/input/expressions of appreciation
- Group debriefs, evaluations, and recognition after completion of a project
- Feedback/comments from customers
- Group training opportunities (during staff meetings or at other times)

MEANINGFUL AND EFFECTIVE DIALOGUE IS:

- direct
- timely
- relevant to the specific task
- centers on the performance the employee can control
- about both positive performance and areas to be improved
- balanced
- mutually respectful

Qualities of Active Listening include :

- good eye contact
- not interrupting
- asking follow -up questions
- responding clearly
- concentrating
- seeking to understand
- considering both nonverbal and verbal communication
- summarizing and paraphrasing
- remaining open-minded and positive
- identifying problem performance
- results in the ability to develop an effective action plan

Who is Responsible for Effective Performance Discussions?

Both managers and staff are accountable for effective feedback discussions and should operate under the shared principal of "no surprises." Feedback should focus on the staff's performance standards, expectations and commitment to making the system work for them. Additionally:

- Managers are responsible for making sure that the mid-year performance discussion and the end-of-year performance review happen and that other opportunities for feedback (like those above) are created and used. Managers are also responsible for providing the feedback in a thoughtful and respectful manner, for listening actively, and for being well-prepared.
- Staff are responsible for listening actively, for sharing their highlights and achievements, for asking questions when the feedback is unclear, and for clearly expressing their career goals and aspirations and articulating them when discussing developmental activities.

What are the Key Elements of Good Communication?

- Regular and candid communication between staff and managers is the key to the EPA Performance Appraisal and Recognition System (PARS). This way, our system holds no surprises for anyone at the mid-year discussion and the end-of-year evaluation meetings.
- Communication provides a vehicle for continuous feedback on staff's strengths, weaknesses, and guidance on projects and responsibilities.
- Active listening is imperative in a successful performance evaluation and feedback system.

Examples of Effective Communication

STEP	EXPLANATION	EXAMPLE
"When you..."	State specific facts of behavior	When you do not attend staff meeting like you did today and last week...
"I'm concerned..."	Describe how behavior affected you or the office.	I get concerned...
"Because ..."	State why the observed behavior affected you in this way.	Because I value your contribution. You play an important role in this office accomplishing its goals.
Pause and listen for response (Ask if other person has ideas about what to do)	Give the other person an opportunity to respond.	
"I would like..."	Describe what change you want other person to consider.	I would like you to consider planning your schedule so that you can attend meetings, or calling in advance if there is an important reason for the meeting to be rescheduled.
"Because..."	State why the desired change is needed.	Because you are a valuable member of our team and we miss your input when you are not here.
"What do you think..."	Listen to response. Discuss options and compromise on a solution, if necessary.	One way to ensure that both our needs are met is to...

Suggested Questions for Managers to Ask

A manager's goal in starting a performance evaluation or feedback conversation is to establish trust which will put the employee at ease. Discretion and judgment must be used in determining which of the questions below are appropriate for a particular feedback session as well as their most appropriate order.

OVERALL PERFORMANCE

1. Let me tell you some of the things I think you've done particularly well or as noted in your self-assessment (be specific), e.g.:
 - You take initiative, as in the XYZ project.
 - You identify and help solve problems.
 - You do a good job of keeping me and your colleagues informed.
 - You are willing to lead, take responsibility and be accountable.
 - You volunteer.
 - You properly credit others for their work.
2. Which of your accomplishments do you feel good about? Why?
3. What would you like to improve and why?
 - Here are some things I think you'll want to improve (Be specific.)
 - Describe your contributions to a team effort (if appropriate).
 - What did you enjoy about the team experience?
 - What did you dislike about the team experience and why?
 - What would your customers say about you?
 - When I spoke with some of your customers, whom you recommended I contact, their feedback indicated

CONNECTING THE WORK TO THE ORGANIZATIONAL MISSION

- Let's talk about how your responsibilities support the organization's mission. *(Managers should be prepared to offer examples to clarify the relationship between the individuals work and the organizations mission.)*
- What ideas do you have for future projects that would further the organization's mission?

SATISFACTION WITH WORK AND THE WORKPLACE

- How do you feel about the quality of the assignments you have received?
- In what ways do you feel valued and respected by your peers and the organization?
- What ideas do you have for making this office a more enjoyable, healthier place to work?
- What can I do to help you be more effective and successful in your job?
- What can we do to keep our communication open and ongoing?
- Do you feel able to strike a reasonable balance between your work and home life?
- Do you feel you have been adequately recognized and rewarded for your work?
- Is there anything else that you wish to discuss at this time?

CAREER OBJECTIVES

- Let's discuss your career aspirations and your Individual Development Plan (IDP)
 - What are your professional areas of interest and short/long-term career goals?
 - What training opportunities/mentoring/rotational or work assignments might develop those areas?
 - Let's discuss how your IDP reflects how you will pursue your goals?

GOALS FOR THE UPCOMING YEAR

- What would you like to accomplish in the coming year? (Encourage employees to be specific, and cover recommended areas of improvement.)
- Can you describe how your future goals will support the mission of the organization?
- Can you describe how your short-term goals will further your long-term professional goals?

Suggested Questions for Employees to Ask

Staff can assist in assuring they receive constructive feedback by asking questions their managers might not. Again, judgment must be exercised in determining which questions are relevant and appropriate for particular situations. These questions can be explored in less formal communications throughout the year as well as during both the mid- year discussion and the end-of-year reviews.

OVERALL PERFORMANCE

- What do you think I have done well? Why?
- Here are things I think I have done particularly well:
- What do you think I need to improve on and why?
- What do my customers say about me?
- I'd like to tell you about my experience working on teams....

I'd like to talk about the recognition I've received for my work....

CONNECTING THE WORK TO THE ORGANIZATIONAL MISSION

- Do you think my current responsibilities support the organization's mission? If not, how can my responsibilities better support the organization's mission?
- Here are my ideas for future projects that I believe would help fulfill the organization's mission....

SATISFACTION WITH WORK AND THE WORKPLACE

- I'd like to talk about the quality of the assignments I've been receiving....
- I'd like to discuss my sense of how I am valued and respected by my peers and this organization....
- You could help me be more effective by....
- Here's what I'd like to do to keep our communication effective and ongoing....
- Here are some ideas I have for making this office a more enjoyable, healthier place to work....What do you think of them?

OTHER QUESTIONS / ISSUES

Could we talk about my experience in hearing language or observing conduct in the workplace that is sexist, racist, homophobic, or discriminatory with respect to age or religious affiliation?

What can be done to reduce or deal with language or conduct that is sexist, racist, homophobic, or discriminatory with respect to age or religion when I hear or observe it in the workplace?

I'd like to talk about the recognition I've received for my work....

CAREER OBJECTIVES

- Let's discuss my Individual Development Plan (IDP)....
 - Here are personal areas of interest and long-term professional goals....
 - What training opportunities/rotational or work assignments do you believe have potential to develop those areas?
 - What are your ideas on how I can improve my IDP goals and on how I can pursue those goals effectively.

GOALS FOR THE UPCOMING YEAR

- Here's what I'd like to accomplish in the coming year....
- Here's how I think these goals will help me develop and help the organization....
- What do you think of these goals?

Tips for FY 2017 Mid-Year Performance Discussions

The information below will help promote effective mid-year discussions:

- ***Be sure to include in your discussion the importance of records management innovative solutions, and all of the mandatory training which is to be completed by the established deadlines.***
 - For EPA's current mandatory training requirements, see this link:
https://usepa.sharepoint.com/sites/OARM_Community/EPAU/SitePages/Mandatory%20and%20Elective%20Trainings.aspx
- ***Ensure employee's PARS agreement "cascade" from the senior leaders' and the first-line supervisor's PARS agreements.*** Your own PARS agreement should be made available to staff so that staff can clearly understand the cascading of the supervisor's Critical Job Elements to those of their own. A connection to the supervisor's PARS and to the next-higher management level(s) assures a nexus between the employee's work and the organization's priorities/mission;
- ***All supervisors and managers must have an EEO Critical Job Element.***
 - EPA has made a commitment to evaluate managers and supervisors on their support for and application of equal employment opportunity (EEO) policies in its annual MD-715 report filed as required with the Equal Employment Opportunity Commission. Accordingly, all supervisory positions at the GS-13 through GS-15 levels (not including team leaders) must have EEO language in a critical element, similar to the language used in the SES Performance Plan under Leading People. Sample language is: "***Applies Merit System Principles and supports the Agency's equal employment opportunity policies in all aspects of management. Promotes respectful, cooperative, and productive working relationships among all employees. Addresses allegations of discrimination and/or harassment at the workplace consistent with applicable laws, regulations, and policies.***" See third attachment for more specifics.
- ***Review alignment between the PARS agreement and current position description (PD).*** If there is a significant difference between the job description and the employee's activities, the mid-year review meeting is good time to discuss possible changes to achieve alignment. Pay special attention to unique assignments and/or roles.
- ***Note: Any person serving in the capacity of a Project Officer (PO), Alternate TOPO, or Work Assignment Manager (WAM) must include the Agency's***

standard language as needed.

- To comply with the Inspector General's recommendations and the Agency's requirements, all managers who have active project officers in their organization must ensure that performance standards as well as mid-year and the end-of-year performance discussions cover the following four areas: Competition, Environmental Results, Post-Award Monitoring, and Pre-Award Reviews of Non-Profit Organizations. Please see fourth attachment for the critical element.
- **Ensure employee's PARS agreement is on the proper form.** Note that all bargaining unit employees must use the appropriate PARS agreement form for their union affiliation - American Federation of Government Employees (AFGE) Union or National Treasury Employees Union (NTEU). All others non-SESer and non-SL employees, including AD employees, are to use the non-bargaining unit form. You can find these forms and other performance management documents and information on the EPA Intranet:
http://intranet.epa.gov/ohr/policy/pars/pars_gse.htm

Other Issues to Consider:

What if an employee of yours is on detail?

For those of you have staff on detail assignments, either in or out of AO, you should ensure that the employee meets with the supervisor currently reviewing the employee's work related to his/her temporary assignment. The supervisor of the short-term detail position should provide timely feedback to the employee's home supervisor of record on the employee's contributions and overall performance while on the detail assignment. Supervisors who are managing long-term detailees (1 year) will be responsible for conducting the mid-year.

Don't forget to Initial the PARS Agreement Plan!

Both the employee and the supervisor should have signed and dated the agreement when the 2017 PARS were originally put in place (Section 1. Determining Critical Elements and Setting Standards). For the mid-year discussion, the employee and supervisor must initial the document upon the completion of the discussion. (Section 2. Progress).

To: Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Fri 3/3/2017 7:08:37 PM

Reg, Sarah G is in the OA. can we put her in a 3rd floor office? And can she get a temporary badge?

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: 2017HQfirstassistants[2017HQfirstassistants@epa.gov];
2017Regionfirstassistants[2017Regionfirstassistants@epa.gov]
Cc: Flynn, Mike[Flynn.Mike@epa.gov]; Reeder, John[Reeder.John@epa.gov]; Dravis,
Samantha[dravis.samantha@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Richardson,
RobinH[Richardson.RobinH@epa.gov]; Hull, George[Hull.George@epa.gov]; Hupp,
Sydney[hupp.sydney@epa.gov]; Knapp, Kristien[Knapp.Kristien@epa.gov]; Threet,
Derek[Threet.Derek@epa.gov]; Burden, Susan[Burden.Susan@epa.gov]; Fonseca,
Silvina[Fonseca.Silvina@epa.gov]; Grantham, Nancy[Grantham.Nancy@epa.gov]; Gunasekara,
Amanda[gunasekara.amanda@epa.gov]; Hupp, Sydney[hupp.sydney@epa.gov]; Hupp,
Millan[hupp.millan@epa.gov]; Hale, Michelle[hale.michelle@epa.gov]; Wagner,
Kenneth[wagner.kenneth@epa.gov]; Greenwalt, Sarah[greenwalt.sarah@epa.gov]; Konkus,
John[konkus.john@epa.gov]; Brown, Byron[brown.byron@epa.gov]; Bennett,
Elizabeth[bennett.elizabeth@epa.gov]; Davis, Patrick[davis.patrick@epa.gov]; Munoz,
Charles[munoz.charles@epa.gov]; Kreutzer, David[kreutzer.david@epa.gov]; Schwab,
Justin[schwab.justin@epa.gov]; Greaves, Holly[greaves.holly@epa.gov]
From: Jackson, Ryan
Sent: Mon 3/20/2017 9:31:51 PM
Subject: Processes
[Interim Processes for Administrator 3.17.2017.docx](#)
[Administrator Meeting Request Form.docx](#)
[EPA Administrator Pruitt Speaker Request Form.docx](#)

AAs/RAs,

First, I want to thank you all for your support of Administrator Pruitt and his team, as well as the senior career people who managed the agency through the entire transition. I am impressed with the team work, professionalism, and dedication of everyone I've met at EPA.

I am writing to help clarify how I'd like to channel information that needs to reach the Administrator and his immediate team. For the most part, I am attempting to build off familiar practices used during the transition, with some additional detail and clarity.

Thanks,

Ryan

Ryan Jackson

Chief of Staff

U.S. Environmental Protection Agency

Ex. 6 - Personal Privacy



Meeting Request Form for Administrator Scott Pruitt

Today's Date:

Requesting Office:

Title of the Meeting:

Purpose:

Role of the Administrator:

Background:

Last possible date for the meeting

Is the meeting urgent and if so why?:

Requested Time Length:

EPA Staff (Required):

EPA Staff (Optional):

External Participants:

Teleconference Required?:

Video Conference Required?: *(If so please provide the conference room name to be used for video connection)*

Point of Contact for the Meeting:

NOTE: Meeting request forms should be submitted to scheduling@epa.gov, with a copy to Sydney Hupp (hupp.sydney@epa.gov) and the AO Special Assistant who covers your office. All briefing material must be sent to your AO Special Assistant by 3:00 pm two days before your meeting, or to OCIR 48 hours in advance. If briefing materials are not submitted on time, we may need to reschedule your briefing.



ADMINISTRATOR PRUITT SPEAKER REQUEST FORM
U.S. Environmental Protection Agency

Deadline for Acceptance:	<u>[Publication or otherwise; please see details below]</u>
Event Title:	<u>[Enter Here]</u>
Speech Date:	<u>[Day of the Week, Month Date, Year]</u>
Is the Above Date Flexible:	<u>[Yes/No]</u>
Speech Time & Duration:	<u>[#:##am/pm - #:##am/pm]</u>
Speaker Requested:	<u>Administrator Scott Pruitt</u>
Would You Consider a Surrogate:	<u>[Yes/No]</u>
Event Location:	<u>[Location Name]</u> <u>[Street Address, City, State, Zip]</u> <u>[Location Telephone Number]</u> <u>[Room Name/Number]</u>
Open Press/Closed Press:	<u>[Open/Closed/TBD]</u>
Is Event Webcast/Recorded/Transcribed:	<u>[Yes/No] [If Yes, please specify]</u>
Purpose of the Event:	<u>[Enter Brief Description]</u>
Speech Topic:	<u>[Topic]</u>
Requested Presentation Format:	<u>[Keynote, Panel, Q&A, Introduction]</u>
Dress Code:	<u>[Casual/Business/Black Tie Optional/Black Tie/Other]</u>
Speech/Presentation Duration:	<u>[Length of Remarks]</u>
Teleprompter Available:	<u>[Yes or No]</u>
Microphone / Room Setup:	<u>[What kind of microphone will be used? What is the room setup?]</u>
Event Sponsor:	<u>[List all Sponsors]</u>
Relationship to the EPA:	<u>[Enter Here]</u>
Event Agenda/Program:	<u>[Time: Program/Agenda Item]</u> <u>[Time: Program/Agenda Item]</u> <u>[Time: Program/Agenda Item]</u> <u>[Time: Program/Agenda Item]</u>
Honorable Guests Attending:	<u>[Name/Title]</u>
Notable Federal, State or Local Appointed or Elected officials attending:	<u>[Name/Title]</u>
Individual Introducing Administrator:	<u>[Name/Title]</u>



ADMINISTRATOR PRUITT SPEAKER REQUEST FORM
U.S. Environmental Protection Agency

Person to contact for speechwriting purposes: [Name/Title]
[Email]
[Office Number]
[Cell Number]

Person to contact for media purposes: [Name/Title]
[Email]
[Office Number]
[Cell Number]

Origin of Invitation: [Name/Title]
[Email]
[Office Number]
[Cell Number]

Day of Event Point of Contact: [Name/Title]
[Email]
[Office Number]
[Cell Number]

Security Contact: [Name/Title]
[Email]
[Office Number]
[Cell Number]

Is the organization or host of the event a registered 501(c)(3), (4), or has a 527 Political Action Committee (PAC): _____

Will there be a presentation of a "gift" to the Administrator? _____

If so, what is the US currency value of the gift? _____

Will a meal be provided, if so what is the US currency value? _____

Please return this form completed to scheduling@epa.gov and Sydney Hupp (hupp.svdnev@epa.gov).

Interim Process for Administrator Office Engagements

WEEKLY REPORTS

Please continue to provide your weekly reports by Thursday, COB each week;

- Mail your report to the email address in the Outlook directory:
Weekly_Report_Group@epa.gov
- Weekly reports generally should be no more than 1 page in length, be included as an email attachment with a title indicating your office name (e.g., “OGC Weekly Report”), and include the following section headings:
 - *Hot Issues* (update on any hot issues that may have been reported or ongoing high profile matters)
 - *Upcoming Public Events* (look out 2 weeks), including opportunities for Administrator involvement;
 - *Upcoming Major Decisions* (look out 2 weeks)
 - *Last Week Highlights* (include “GOOD NEWS” stories)
- If one of the items in your report requires a decision, please indicate that explicitly.

HIGH PROFILE and HOT ISSUES

High-profile or urgent issues that may require elevation for decision-making or high-level interagency coordination should be brought to the attention (via email) of Associate Administrator for Policy Samantha Dravis, Chief of Staff Ryan Jackson, Acting Deputy Administrator Mike Flynn, with a copy to Robin Richardson, George Hull, and the 2017 Daily Hot Issues email address (2017_Daily_Hot_Issues@epa.gov). ***This is not a new reporting requirement***, but the preferred avenue for elevating issues that are time sensitive. Issues that should be addressed in this manner include time-critical updates on actions addressing imminent or ongoing threats to public health (where the Agency’s elevation policy would apply), and issues expected to receive high visibility with stakeholders, the press, or elected officials. Regional Offices please cc the appropriate senior leader from HQ components with interest/equities in the issue. Please note that reporting under this paragraph isn’t intended to alter or replace established procedures for communications related to emergency response.

MEETINGS/BRIEFINGS for the Administrator/Acting Deputy Administrator

To schedule a meeting with Administrator Pruitt, please follow the past practice of submitting a meeting/briefing request form (attached) to the mailbox: scheduling@epa.gov, and copy Sydney Hupp (hupp.sydney@epa.gov) and your AO Special Assistant. Please send speaking requests to us this same way and use the speaking request form (also attached). This mailbox will be monitored regularly and all meeting requests will be brought to the attention of the Chief of Staff at least weekly.

For meetings involving federal, state, or local elected officials, please work with OCIR to submit your request. If you believe you need expedited attention, you may call or email your assigned Special Assistant, Robin Richardson for regions, or John Reeder, to discuss scheduling a meeting/briefing.

To schedule a meeting with Acting Deputy Administrator Mike Flynn, please submit a meeting request form (attached) to Tamika Burton (burton.tamika@epa.gov), and copy your AO Special Assistant, or Robin Richardson for regional requests.

Briefing papers or “read ahead” materials must be provided to your AO Special Assistant by 3:00 pm two days prior to your scheduled briefing. For requests that require OCIR attention, please continue to submit materials to OCIR at least 48 hours in advance.

SIGNATURE ITEMS

For the most part, operations for signature/approvals will continue to follow established processes. We continue to rely on the AO Special Assistants to bring issues and items to our attention. There are slight variations in how documents flow through the approval/signature process depending on whether the request is for correspondence, memoranda, and policy statements; regulations for signature; or conference spending requests. These processes are illustrated in more detail, below. The Special Assistants will continue to act as liaisons between the program office and the Administrator’s Office; they will summarize items and issues, and follow up to obtain additional information, if necessary.

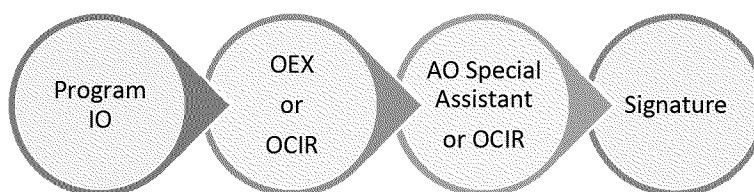
Regional Offices – For items coming from the Regions for Administrator Pruitt’s signature, please continue to follow existing procedures by working through the headquarters’ program component for the issue (e.g., air issues come through OAR). For any other items – or if you have any questions – please contact Robin Richardson.

ROUTING and SIGNATURE PROCESS

The general processes are outlined below for (1) correspondence, memoranda, and policy statements; (2) regulations; and (3) conference spending requests. Check with your Special Assistant if you have a matter that falls outside these categories.

Correspondence, Memoranda, Policy Statements

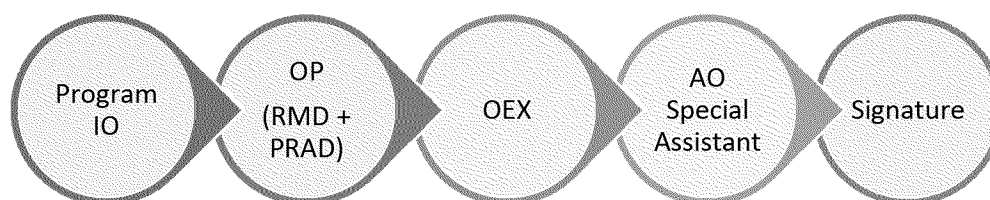
Please use CMS to route correspondence, memoranda, and policy statements for the Administrator/Deputy Administrator through OEX. Please use CMS to route congressional and gubernatorial correspondence through



OCIR:

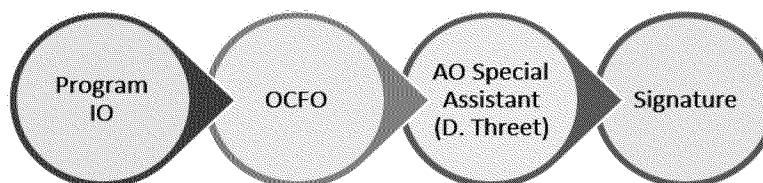
Regulations for Signature

Route regulatory actions for Administrator Pruitt's signature through OP and OEX.



Conference Spending Requests

For conference spending requests exceeding \$100,000, please route through Derek Threet.



March 20, 2017

Listed below are the AO Special Assistants with the offices they support. Please contact your office's Special Assistant if you have any questions.

Susan Burden – burden.susan@epa.gov – 202-564-6308

Office of Chemical Safety and Pollution Prevention (OCSPP)
Office of Research and Development (ORD)
Science Advisory Board (SAB)
Office of Children's Health Protection (OCHP)

Kristien Knapp – knapp.kristien@epa.gov – 202-564-3277

Office of Air and Radiation (OAR)
Office of General Counsel (OGC)
Office of International and Tribal Affairs (OITA)
Office of Policy (OP)

Silvina Fonseca – fonseca.silvina@epa.gov – 703-603-8799

Office of Land and Emergency Management (OLEM)
Office of Administration and Resources Management (OARM)
Office of Civil Rights (OCR)
Office of Homeland Security (OHS)
Office of Small Business Programs (OSBP)

Derek Threet – threet.derek@epa.gov – 202-564-1409

Office of Water (OW)
Office of Enforcement and Compliance Assurance (OECA)
Office of the Chief Financial Officer (OCFO)
Office of Environmental Information (OEI)
Office of Inspector General (OIG)

To: Hale, Michelle[hale.michelle@epa.gov]; Reeder, John[Reeder.John@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Mon 2/27/2017 5:54:28 PM
Subject: Fwd: Details for Joint Address
Joint Address Congress lxl.docx
ATT00001.htm

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

Begin forwarded message:

From: "Gunn, Ashley L. EOP/WHO" <Ex. 6 - Personal Privacy>
Date: February 27, 2017 at 12:26:41 PM EST
To: "Gunn, Ashley L. EOP/WHO" <Ex. 6 - Personal Privacy>
Cc: "Rateike, Bradley A. EOP/WHO" <Ex. 6 - Personal Privacy>, "Dorr, Kaelan K. EOP/WHO" <Ex. 6 - Personal Privacy>, "Murphy, Christine" <Ex. 6 - Personal Privacy>, "Uli, Gabriella M. EOP/WHO" <Ex. 6 - Personal Privacy>
Subject: Details for Joint Address

Please review the attached line by line for the Joint address. Please note that Majority Leader Kevin McCarthy has invited the confirmed Cabinet Member to a 6pm reception. Cabinet Affairs will travel with everyone to the Capitol. We will depart West Exec promptly at 5:45pm.
Please confirm receipt of these details and that the Cabinet Member will be arriving West Exec by 5:30pm.

Don't hesitate to call with questions.

Thank you,
Ashley Gunn
Senior Director
Cabinet Affairs

Ex. 6 - Personal Privacy

2/28 Joint Address to Congress

5:15pm Cabinet Members arrive White House via West Exec

5:45pm Depart from West Exec in White House Transportation

6:00pm Arrive Capitol Memorial Door

6:10pm Cabinet Affairs escorts Cabinet to **Leader Kevin McCarthy Reception, H-107**

Reception a small group of select Republican House and Senate members

8:00pm Cabinet Affairs will escort Cabinet to hold in H-219

***Note that press will be set up in Statuary Hall**

8:50pm Cabinet Affairs assists in lining Cabinet in Processional order (Jim Kaelin will assist, Congressional Cabinet Liaison)

8:55pm The President's Cabinet enters the Hall of the House and is announced by Assistant Sergeant at Arms

***Note you must proceed quickly to your seats. Name placecards on chairs.**

9:01pm The President enters the Hall of the House announced by the House Sergeant at Arms and escorted to the dais

9:10pm The President begins the Joint Address

At the conclusion of the address, the President is escorted out of the Hall of the House. The First Lady is escorted from the Executive Gallery as the remainder of the House Gallery holds until the President has left the Chamber.

Potential Press Availability-Cabinet Affairs communications, Brad Rateike and Kaelan Dorr will escort some Cabinet Members to Statuary Hall for press avail.

Cabinet Members will depart via the Memorial Door and return to the White House West Exec.

To: Valentine, Julia[Valentine.Julia@epa.gov]; Hull, George[Hull.George@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
Cc: Grantham, Nancy[Grantham.Nancy@epa.gov]; Hale, Michelle[hale.michelle@epa.gov]; Woodward, Cheryl[Woodward.Cheryl@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]
From: Reeder, John
Sent: Mon 3/13/2017 2:48:54 PM
Subject: RE: Voice message and use of email

Julia,
Thank you for jumping in!

From: Valentine, Julia
Sent: Monday, March 13, 2017 10:33 AM
To: Reeder, John <Reeder.John@epa.gov>; Hull, George <Hull.George@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Cc: Grantham, Nancy <Grantham.Nancy@epa.gov>; Hale, Michelle <hale.michelle@epa.gov>; Woodward, Cheryl <Woodward.Cheryl@epa.gov>; Flynn, Mike <Flynn.Mike@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>
Subject: RE: Voice message and use of email

Hi John,

We change the voicemail the same way we do our personal.

George and I will do a quick script for both messages now.

Julia P. Valentine
Assoc. Dir./Acting Dir.
U.S. EPA, Ofc of Media Relations
202.564.2663 direct

Ex. 6 - Personal Privacy

 m/txt

From: Reeder, John
Sent: Monday, March 13, 2017 10:17 AM
To: Hull, George <Hull.George@epa.gov>; Valentine, Julia <Valentine.Julia@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Cc: Grantham, Nancy <Grantham.Nancy@epa.gov>; Hale, Michelle <hale.michelle@epa.gov>; Woodward, Cheryl <Woodward.Cheryl@epa.gov>; Flynn, Mike <Flynn.Mike@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>
Subject: Voice message and use of email

George/Reggie/Julia,

To deal with the overload of phone calls, I just spoke with Brian Hope about diverting to email whenever possible. We can definitely create a message (perhaps as the busy message, and/or the voice mail greeting) for 564 4700 that suggests using the Administrator's email address: Pruitt.scott@epa.gov to leave a message/comment. Brian has already received over a 1000 emails since the calling pick up last week, but receiving more is ok and more efficient because we can take the time needed to figure out how to respond....much better than phone notes and return phone numbers.

How do we place a recorded "busy" message and/or "greeting" that suggests the use of email, along with the Administrator's public email address?

Thanks

JReeder
202 564 6082 (direct)

To: Reeder, John[Reeder.John@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Mon 2/27/2017 2:04:37 PM

Can we talk scheduling? Do you have availability shortly?

It's about ATL and Dallas.

Ryan Jackson

Chief of Staff

U.S. Environmental Protection Agency

Ex. 6 - Personal Privacy

To: Jackson, Ryan[jackson.ryan@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Reeder, John
Sent: Thur 5/11/2017 9:23:40 PM
Subject: RE:

Done got back to her earlier

-----Original Message-----

From: Jackson, Ryan
Sent: Thursday, May 11, 2017 5:19 PM
To: Reeder, John <Reeder.John@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Subject:

Please get with Samantha about her travel voucher reimbursements today.

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Flynn, Mike[Flynn.Mike@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Reeder, John
Sent: Mon 2/27/2017 1:40:52 PM
Subject: RE:

Scientific integrity policy.

From: Jackson, Ryan
Sent: Monday, February 27, 2017 7:28 AM
To: Reeder, John <Reeder.John@epa.gov>
Cc: Flynn, Mike <Flynn.Mike@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Subject: RE:

And the infamous “fishbowl” memo. I’m sure there’s a number more.

From: Reeder, John
Sent: Friday, February 24, 2017 9:13 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Flynn, Mike <Flynn.Mike@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Subject: Re:

Yep we can do. We had this on the radar but didn't expect to try so early. but given your interest in focusing early, we'll ramp up!

Sent from my iPhone

On Feb 24, 2017, at 8:56 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Gentlemen, can we talk about the customary memos the Administrator signs for staff with each new administration like anti discriminatory policies, cooperating with the OIG, or routine issues which also helps ensure that career staff know we want to proceed with business as usual?

I want to ensure we are issuing those.

Ryan Jackson

Chief of Staff

U.S. Environmental Protection Agency

Ex. 6 - Personal Privacy

To: Allen, Reginald[Allen.Reginald@epa.gov]; Munoz, Charles[munoz.charles@epa.gov]
From: Jackson, Ryan
Sent: Fri 3/3/2017 3:43:24 PM

I need to at some point see where on the 3rd floor the new coming politicals will be placed

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 6 - Personal Privacy

To: Reeder, John[Reeder.John@epa.gov]
Cc: Flynn, Mike[Flynn.Mike@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Sat 2/25/2017 2:52:54 AM
Subject: Re:

Ok. I just didn't want to be slow on the draw.

Sent from my iPhone

On Feb 24, 2017, at 9:13 PM, Reeder, John <Reeder.John@epa.gov> wrote:

Yep we can do. We had this on the radar but didn't expect to try so early. but given your interest in focusing early, we'll ramp up!

Sent from my iPhone

On Feb 24, 2017, at 8:56 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

Gentlemen, can we talk about the customary memos the Administrator signs for staff with each new administration like anti discriminatory policies, cooperating with the OIG, or routine issues which also helps ensure that career staff know we want to proceed with business as usual?

I want to ensure we are issuing those.

Ryan Jackson

Chief of Staff

U.S. Environmental Protection Agency

Ex. 6 - Personal Privacy

To: Dravis, Samantha[dravis.samantha@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
Cc: Jackson, Ryan[jackson.ryan@epa.gov]
From: Reeder, John
Sent: Thur 5/11/2017 6:19:10 PM
Subject: RE: Reimbursement

Samantha,

We're trying to set up this system for Ryan to approve the AA's. Reggie won't be doing these.

Meanwhile I'll see if I can find it and move this one along.

John R.

564 6082

From: Dravis, Samantha
Sent: Thursday, May 11, 2017 1:04 PM
To: Allen, Reginald <Allen.Reginald@epa.gov>
Cc: Jackson, Ryan <jackson.ryan@epa.gov>; Reeder, John <Reeder.John@epa.gov>
Subject: FW: Reimbursement

Reggie,

Carolyn submitted a voucher for your approval on May 1st. Can you let us know what if any reason there is for the delay in approval on your end?

Thanks.

Samantha

From: Inge, Carolyn
Sent: Thursday, May 11, 2017 1:03 PM
To: Dravis, Samantha <dravis.samantha@epa.gov>
Subject: RE: Reimbursement

I process the voucher on 5/1 so it's been waiting in Concur for approval since the May 1.Thx.

Carolyn Inge
US Environmental Protection Agency
Office of Policy
1301 Constitution Avenue NW
Washington, DC 20004
(202) 566-2845-Work

From: Dravis, Samantha
Sent: Thursday, May 11, 2017 12:46 PM
To: Inge, Carolyn <Inge.Carolyn@epa.gov>
Subject: RE: Reimbursement

When did you submit it to Reggie? What day?

From: Inge, Carolyn
Sent: Thursday, May 11, 2017 12:46 PM
To: Dravis, Samantha <dravis.samantha@epa.gov>
Subject: RE: Reimbursement

Waiting on Reggie Allen then to Cincinnati for processing to her account.

Carolyn Inge

US Environmental Protection Agency

Office of Policy

1301 Constitution Avenue NW

Washington, DC 20004

(202) 566-2845-Work

From: Dravis, Samantha

Sent: Thursday, May 11, 2017 12:01 PM

To: Inge, Carolyn <Inge.Carolyn@epa.gov>

Cc: Kime, Robin <Kime.Robin@epa.gov>

Subject: Reimbursement

Is it pending John Reeder's approval, or where is it in the process?

To: Munoz, Charles[munoz.charles@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Sat 3/11/2017 12:17:50 AM
Subject: RE: JP Freire

Tate works in congressional.

-----Original Message-----

From: Munoz, Charles
Sent: Friday, March 10, 2017 7:15 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Allen, Reginald <Allen.Reginald@epa.gov>
Subject: Re: JP Freire

Ex. 5 - Deliberative Process

Sent from my iPhone

> On Mar 10, 2017, at 6:39 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

>

Ex. 5 - Deliberative Process

>

> -----Original Message-----
> From: Allen, Reginald
> Sent: Friday, March 10, 2017 5:30 PM
> To: Jackson, Ryan <jackson.ryan@epa.gov>; Munoz, Charles
> <munoz.charles@epa.gov>
> Subject: JP Freire

>

> Ryan

>

Ex. 5 - Deliberative Process

>

> Reggie
>
> Reginald E. Allen
> Director, Administrative and Executive Services Office of the

> Administrator U.S. Environmental Protection Agency Office 202-564-0444
> Direct 202-564-1029 Cell Ex. 6 - Personal Privacy

>
> -----Original Message-----
> From: Jackson, Ryan
> Sent: Friday, March 10, 2017 12:15 PM
> To: Munoz, Charles <munoz.charles@epa.gov>
> Cc: Allen, Reginald <Allen.Reginald@epa.gov>
> Subject: Re: RE:

>
> Can we get something to JP today?

>
> Ryan Jackson
> Chief of Staff
> U.S. EPA
> Ex. 6 - Personal Privacy

>
>> On Mar 10, 2017, at 10:57 AM, Munoz, Charles <munoz.charles@epa.gov> wrote:
>>
>> JP has been submitted to the EPA team for processing and placement on the 20th.
>>

Ex. 5 - Deliberative Process

>>
>> Charles Munoz
>> White House Liaison
>> Environmental Protection Agency
>> 202-380-7967
>>

>> -----Original Message-----
>> From: Jackson, Ryan
>> Sent: Friday, March 10, 2017 10:35 AM
>> To: Munoz, Charles <munoz.charles@epa.gov>; Allen, Reginald
>> <Allen.Reginald@epa.gov>
>> Subject:
>>

Ex. 5 - Deliberative Process

>> Ryan Jackson
>> Chief of Staff
>> U.S. EPA
>> Ex. 6 - Personal Privacy

To: Konkus, John[konkus.john@epa.gov]
Cc: Hale, Michelle[hale.michelle@epa.gov]; Schnare, David[schnare.david@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Sat 2/25/2017 1:44:10 AM
Subject: RE: Tues Feb 28 Farm Bureau

Ok. That would be helpful.

From: Konkus, John
Sent: Friday, February 24, 2017 8:39 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Hale, Michelle <hale.michelle@epa.gov>; Schnare, David <schnare.david@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Subject: Re: Tues Feb 28 Farm Bureau

We're going to get material to prepare from WH comms.

Sent from my iPhone

On Feb 24, 2017, at 8:38 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

This would be awesome, but we have no clue what's in it.

From: Konkus, John
Sent: Friday, February 24, 2017 8:37 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Hale, Michelle <hale.michelle@epa.gov>; Schnare, David <schnare.david@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Subject: Re: Tues Feb 28 Farm Bureau

Also for Tuesday, at the request of the WH...with "okay" from Ryan, I'll book this...

"Sorry to catch you so late, but I am working on Tuesday's "Special Report w/ Bret Baier" – which airs at 6pmET. Obviously the Joint Session will be our focus for Tuesday's show, so I wanted to see if Administrator Pruitt could join us to discuss

and preview the President's speech. Bret will be anchoring the show from a remote location – 101 Constitution – but as you may know, we have camera locations across the city to do the interview remotely. Please let me know if you have any questions.

Thank you so much and I look forward to hearing from you soon.

Amy Fenton

"Special Report w/Bret Baier"

202-286-1876"

Sent from my iPhone

On Feb 24, 2017, at 8:33 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

We need to note on SP's schedule that the President will sign WOTUS EO on Tuesday morning. SP will be there for that of course, at the WH.

The AFBF has invited us to speak to their board meeting. Total attending 500 people.

Location: Gaylord National Harbor, Maryland A-C Ballrooms.

He would give 15 minutes of remarks followed by a moderated discussion with AFBF President Zippy Duvall for another 15 minutes.

They are holding around 2pm for SP, but they can do it anytime that afternoon from about noon until 2:45.

The POC is Cody Lyon, Cel

Ex. 6 - Personal Privacy

Ryan Jackson

Chief of Staff

U.S. Environmental Protection Agency

Ex. 6 - Personal Privacy

To: Knapp, Kristien[Knapp.Kristien@epa.gov]
Cc: Allen, Reginald[Allen.Reginald@epa.gov]; Hull, George[Hull.George@epa.gov]; Willis, Sharnett[Willis.Sharnett@epa.gov]; Reeder, John[Reeder.John@epa.gov]
From: Jackson, Ryan
Sent: Mon 3/20/2017 8:18:17 PM
Subject: RE: Process Memo

Yes, entirely agree. Let's do it.

From: Knapp, Kristien
Sent: Monday, March 20, 2017 11:00 AM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Allen, Reginald <Allen.Reginald@epa.gov>; Hull, George <Hull.George@epa.gov>; Willis, Sharnett <Willis.Sharnett@epa.gov>; Reeder, John <Reeder.John@epa.gov>
Subject: Process Memo

Ryan – I've run this by Sydney and Samantha, and made your edits. Instead of distributing a mass mailer through OPA, Reggie suggests that we send this directly as an email with attachments from you. I can come over and set it up on your computer if you want, or Sharnett can help you, whenever you have a few minutes today.

-

DISTRIBUTION LIST

TO: 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>

CC: Flynn, Mike <Flynn.Mike@epa.gov>; Reeder, John <Reeder.John@epa.gov>; Dravis, Samantha <dravis.samantha@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>; Richardson, RobinH <Richardson.RobinH@epa.gov>; Hull, George <Hull.George@epa.gov>; Hupp, Sydney <hupp.sydney@epa.gov>; Knapp, Kristien <Knapp.Kristien@epa.gov>; Threet, Derek <Threet.Derek@epa.gov>; Burden, Susan <Burden.Susan@epa.gov>; Fonseca, Silvina <Fonseca.Silvina@epa.gov>; Grantham, Nancy <Grantham.Nancy@epa.gov>

-

DRAFT EMAIL FROM RYAN

AAs/RAs,

First, I want to thank you all for your support of Administrator Pruitt and his team, as

well as the senior career people who managed the agency through the entire transition. I am impressed with the team work, professionalism, and dedication of everyone I've met at EPA.

I am writing to help clarify how I'd like to channel information that needs to reach the Administrator and his immediate team. For the most part, I am attempting to build off familiar practices used during the transition, with some additional detail and clarity.

Thanks,

Ryan

To: Schnare, David[schnare.david@epa.gov]
Cc: Konkus, John[konkus.john@epa.gov]; Hale, Michelle[hale.michelle@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Sat 2/25/2017 1:37:10 AM
Subject: RE: Tues Feb 28 Farm Bureau

I'm just advising that we will get him to AFBF but keep in mind he will be a star that day.

From: Schnare, David
Sent: Friday, February 24, 2017 8:36 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Cc: Konkus, John <konkus.john@epa.gov>; Hale, Michelle <hale.michelle@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>
Subject: Re: Tues Feb 28 Farm Bureau

Who has action on this? John?

d

Sent from my iPhone

On Feb 24, 2017, at 8:33 PM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

We need to note on SP's schedule that the President will sign WOTUS EO on Tuesday morning. SP will be there for that of course, at the WH.

The AFBF has invited us to speak to their board meeting. Total attending 500 people.

Location: Gaylord National Harbor, Maryland A-C Ballrooms.

He would give 15 minutes of remarks followed by a moderated discussion with AFBF President Zippy Duvall for another 15 minutes.

They are holding around 2pm for SP, but they can do it anytime that afternoon from about noon until 2:45.

The POC is Cody Lyon, Cell Ex. 6 - Personal Privacy

Ryan Jackson

Chief of Staff

U.S. Environmental Protection Agency

Ex. 6 - Personal Privacy

To: Jackson, Ryan[jackson.ryan@epa.gov]; Minoli, Kevin[Minoli.Kevin@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Munoz, Charles[munoz.charles@epa.gov]
Cc: Woodward, Cheryl[Woodward.Cheryl@epa.gov]; Dickerson, Aaron[dickerson.aaron@epa.gov]; Gray, Doris[Gray.Doris@epa.gov]; Kime, Robin[Kime.Robin@epa.gov]; Veney, Carla[Veney.Carla@epa.gov]
From: Reeder, John
Sent: Mon 3/27/2017 4:29:28 PM
Subject: Request ASAP
[Phone list](#)

Kevin, Reggie, Charles, George,

Ryan is looking to have ASAP updated contact information on all appointees, to include Jahan Wilcox (OPA), David Fotouhi (OGC), and Lis Bowman (OPA).

Please can you mark up/edit the contact information for inclusion on the attached directory?

The update can be provided to **Cheryl Woodward**, and please cc **Aaron Dickerson**. They will work to update the directory.

Thank you

JReeder

564 6082

To: Reeder, John[Reeder.John@epa.gov]
From: Dickerson, Aaron
Sent: Mon 3/27/2017 4:19:49 PM
Subject: Phone list
Copy of Draft Copy of Admin Directory March 2017.xlsx

Here you go.

Aaron Dickerson

Office of the Administrator

U.S. EPA

Phone: 202-564-1783

Fax: 202-501-1338

To: Jackson, Ryan[jackson.ryan@epa.gov]
Cc: Chmielewski, Kevin[chmielewski.kevin@epa.gov]; Minoli, Kevin[Minoli.Kevin@epa.gov]; Hale, Michelle[hale.michelle@epa.gov]; Hupp, Sydney[hupp.sydney@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Vizian, Donna
Sent: Wed 5/10/2017 3:36:17 PM
Subject: Re: Administrators office.

I have an idea - need 5 min of your time

> On May 10, 2017, at 11:28 AM, Jackson, Ryan <jackson.ryan@epa.gov> wrote:

>

Ex. 5 - Deliberative Process

> How best to accomplish these goals.

>

> Ryan Jackson

> Chief of Staff

> U.S. EPA

> Ex. 6 - Personal Privacy

To: Jackson, Ryan[jackson.ryan@epa.gov]; Minoli, Kevin[Minoli.Kevin@epa.gov]; Flynn, Mike[Flynn.Mike@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]; Munoz, Charles[munoz.charles@epa.gov]
From: Reeder, John
Sent: Mon 3/27/2017 3:08:22 PM
Subject: RE: two personnel questions.

Ok....will do for everyone we have numbers for.

Thanks

JR

From: Jackson, Ryan
Sent: Monday, March 27, 2017 11:05 AM
To: Reeder, John <Reeder.John@epa.gov>; Minoli, Kevin <Minoli.Kevin@epa.gov>; Flynn, Mike <Flynn.Mike@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>; Munoz, Charles <munoz.charles@epa.gov>
Subject: RE: two personnel questions.

Also, I need to get a direct phone, cell phone, email and position list on all the new politicals including the three listed below as soon as possible.

From: Jackson, Ryan
Sent: Monday, March 27, 2017 8:16 AM
To: Reeder, John <Reeder.John@epa.gov>; Minoli, Kevin <Minoli.Kevin@epa.gov>; Flynn, Mike <Flynn.Mike@epa.gov>; Allen, Reginald <Allen.Reginald@epa.gov>; Munoz, Charles <munoz.charles@epa.gov>
Subject: two personnel questions.

Holly Greaves is presently a senior advisor to the Administrator in the OCFO. At one point we were talking about

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

My question is can

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Additionally, I'm planning to announce other personnel at the 1pm meeting today:

- [REDACTED] Jahan Wilcox, strategic communications advisor in OPA
- [REDACTED] David Fotouhi, a deputy general counsel
- [REDACTED] Liz Bowman, deputy associate administrator for OPA

Are there others for today?

Ryan Jackson

Chief of Staff

U.S. Environmental Protection Agency

Ex. 6 - Personal Privacy

To: Reeder, John[Reeder.John@epa.gov]; Allen, Reginald[Allen.Reginald@epa.gov]
From: Jackson, Ryan
Sent: Fri 3/10/2017 1:57:29 AM
Subject: FW: March 09 -- Energy and Climate Report

How does this stuff get out?

From: Bloomberg BNA [mailto:bloomberg@bna.com]
Sent: Thursday, March 9, 2017 8:52 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>
Subject: March 09 -- Energy and Climate Report



Energy and Climate Report

March 09, 2017 - Number 45

News

Climate Change

G-20 Document Shows Governments Retreating from Climate Funding

Finance ministers for the U.S., China, Germany and other members of the Group of 20 economies may scale back a robust pledge for their governments to combat climate change, ceding efforts to the private sector.

Climate Science

EPA Climate Science Next Target After Pruitt's Carbon Comments?

The scientific underpinning of the EPA's greenhouse gas program could be the next target of Administrator Scott Pruitt's effort to roll back climate change regulations after he downplayed the warming effects of carbon dioxide.

EPA

EPA Will Consider All Options as It Looks at Budget, Pruitt Says

The EPA is in the early stages of talking to the White House about its budget, but these discussions have been largely positive, agency administrator Scott Pruitt said.

EPA

N.Y. Attorney General Says He'll Fight EPA on Budget Cuts

New York's top legal official says he will use the power of his office to hold the EPA accountable if

planned budget cuts hamper the agency's ability to carry out its responsibilities.

EPA

Senate Aide Named a Top Adviser to EPA Head on Climate, Clean Air

A top Senate aide's recent move to majority counsel at the Environment and Public Works Committee was only a pit stop: Mandy Gunasekara now heads to the Environmental Protection Agency to advise its new administrator on air and climate issues.

Emissions Trading

UN Plan Could Put EU in Holding Pattern on Aircraft Emissions

Participants in a United Nations effort to limit greenhouse gas emissions from aviation could end up paying even more for carbon permits than participants in the European Union's main emissions reduction system, according to speakers at a European Parliament seminar.

Energy

America May Be the World's Biggest LNG Supplier in Two Decades

By 2035, the U.S. may have surpassed Australia and Qatar to become the world's biggest supplier of liquefied natural gas, according to the chief executive officers of Canadian energy giant Enbridge Inc. and LNG exporter Tellurian Inc.

Energy

Energy Executives Blessed by Trump Wrestle With His Trade Agenda

President Donald Trump's vows to support more drilling, fewer rules and lower taxes gained wide backing at a meeting of top energy executives in Houston. His views on trade drew a different reaction.

Energy

Shell Cuts Debt with \$7.25 Billion Sale of Canada Oil Sands

Royal Dutch Shell Plc will sell almost all of its production assets in Canada's oil sands in a \$7.25 billion deal that cuts debt and reduces involvement in one of the most environmentally damaging forms of fossil-fuel extraction.

Enforcement

Justice Nominee to Supervise Environment Challenged Major Rules

The nominee for a top Justice Department job who would oversee environmental law enforcement formerly fought environmental regulations as a leading U.S. Chamber of Commerce attorney.

Enforcement

Los Angeles County Seeks Safety Review in Reopening Gas Field

Any reopening of a major natural gas storage site in California could be further delayed by a county bid to reassess environment and safety concerns at the facility.

Hydraulic Fracturing

Marcellus Shale Well Case Puts Zoning in Spotlight

A zoning case soon to be decided by the Pennsylvania Supreme Court could have wide implications for Marcellus Shale drilling and local governments throughout the state (Gorsline v. Bd. of Sup. of Fairfield Twp., Pa., No. 67-MAP-2016, oral arguments 3/8/17).

International Climate

Statoil Planning Carbon Capture Project Off Norway Coast

Statoil ASA, Norway's biggest oil company, will submit an application to the government to operate a new carbon capture and storage project off the nation's coast.

Oil & Gas

A Father of Fracking Seeks to Emulate U.S. Shale Boom in Alaska

A pioneer of the U.S. shale revolution wants to take fracking to America's final frontier. Success could help revive Alaska's flagging oil fortunes.

Renewable Energy

European Bank to Lend Greece \$317 Million to Finance Renewables

The European Bank for Reconstruction and Development committed to lend 300 million euros (\$317 million) to develop renewable energy in Greece.

Renewable Energy

New York State Sets New Rates for Distributed Solar Systems

New York regulators decided to phase in new rates for community and commercial solar projects as part of the state's plan to transform how green-energy producers are compensated.

Renewable Energy

Solar Project in Mali Gets Loan from African Development Bank

The African Development Bank approved a concessional loan for a 33-megawatt solar project in southeast Mali that's being built by Norwegian renewable energy company Scatec Solar ASA and U.S. development institutions International Finance Corp. and Power Africa.

Renewable Energy

U.S. Solar Slows After Industry Reached Record in 2016

The pace of U.S. solar deployments will slow this year after installations hit a record in 2016 as developers rushed to complete large-scale power plants to qualify for a federal tax credit.

Renewable Energy

Wind Power Blows Through Nuclear, Coal as Costs Drop at Sea

Water and electric power plants don't mix well naturally, unless you add some wind.

Science Policy

House Panel Advances Science Transparency, EPA Science Board Bills

The EPA would have to publicly release more data, limit use of certain science, and alter the makeup of a board that gives the agency scientific advice under two bills a House committee advanced on March 9.

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Energy and Climate Report

To: Allen, Reginald[Allen.Reginald@epa.gov]; Hale, Michelle[hale.michelle@epa.gov]
From: Jackson, Ryan
Sent: Thur 3/2/2017 5:42:23 PM

Pruitt seems to think there are games at 3pm on Monday March 6 in the Cactus League. Can you double check this deal?

Ryan Jackson
Chief of Staff
U.S. EPA

Ex. 5 - Deliberative Process

To: Konkus, John[konkus.john@epa.gov]
Cc: Jackson, Ryan[jackson.ryan@epa.gov]
From: Dravis, Samantha
Sent: Tue 3/14/2017 3:46:55 PM
Subject: Daily Press Clips

Administrator would like to start having news articles included in a daily binder. These would NOT be press clips about him, or worse, what Al Gore thinks of him (I'm still pissed about that one)... but policy related news articles about things he needs to know.

Superfund sites, emergencies, things happening with industry, developments in industry etc.

I will meet with you daily to cull the articles but for now, can you and Lincoln start putting stuff together for the morning? I will meet with you on this later today.

Thanks.

To: Jackson, Ryan[jackson.ryan@epa.gov]
From: Dravis, Samantha
Sent: Sun 3/19/2017 10:05:22 PM
Subject: Fwd: Oklahoma partial SIP disapproval

Sent from my iPhone

Begin forwarded message:

From: "Minoli, Kevin" <Minoli.Kevin@epa.gov>
Date: March 19, 2017 at 10:44:46 AM EDT
To: "Dravis, Samantha" <dravis.samantha@epa.gov>
Subject: Re: Oklahoma partial SIP disapproval

Hi Samantha- I figured I would update you via email in light of how challenging our schedules are.

Ex. 5 - Deliberative Process/Atty-Client

Let me know if there is something else you need from me or OGC.

Thanks, Kevin

Kevin S. Minoli
Acting General Counsel

Office of General Counsel
US Environmental Protection Agency
Main Office Line: 202-564-8040

On Mar 17, 2017, at 12:58 PM, Dravis, Samantha <dravis.samantha@epa.gov> wrote:

Sure! Do you want to chat quickly by phone? Otherwise, I think the rest of my afternoon is pretty solidly booked. It still feels like I'm drinking from a fire hose...

From: Minoli, Kevin
Sent: Friday, March 17, 2017 12:58 PM
To: Dravis, Samantha <dravis.samantha@epa.gov>
Subject: RE: Oklahoma partial SIP disapproval

Samantha- I have an update for you when we can find a few minutes to connect. Kevin

Kevin S. Minoli

Acting General Counsel

Office of General Counsel

US Environmental Protection Agency

Main Office Line: 202-564-8040

From: Dravis, Samantha
Sent: Thursday, March 16, 2017 1:45 PM
To: Minoli, Kevin <Minoli.Kevin@epa.gov>; Schwab, Justin <schwab.justin@epa.gov>
Subject: FW: Oklahoma partial SIP disapproval

Can you guys update me on possible options for this? It's been languishing since I got here and I'd like to find out the history and how we can move forward.

From: Jackson, Ryan
Sent: Thursday, March 16, 2017 12:53 PM
To: Dravis, Samantha <dravis.samantha@epa.gov>
Subject: Re: Oklahoma partial SIP disapproval

Mike Flynn is getting filled in on this from Kevin and he was going to get back with me?

Ryan Jackson

Chief of Staff

U.S. EPA

Ex. 6 - Personal Privacy

On Mar 16, 2017, at 12:12 PM, Dravis, Samantha <dravis.samantha@epa.gov> wrote:

RJ:

Ex. 5 - Deliberative Process

From: Rees, Sarah
Sent: Thursday, March 16, 2017 10:36 AM
To: Dravis, Samantha <dravis.samantha@epa.gov>
Subject: RE: Oklahoma partial SIP disapproval

Here's information that we have; I have a call in to Lorie Schmidt in the air law office to get more information if needed:

9958-61-Region 6

Approval and Promulgation of Air Quality Implementation Plans;
Oklahoma; Infrastructure and Interstate Transport for the 2012 Fine
Particulate Matter and Interstate Transport for the 2010 Sulfur Dioxide
National Ambient Air Quality Standards

The CAA §110 requires that states submit a State Implementation Plan (SIP) which identifies the control measures and strategies that state will use to attain and/or maintain the primary and secondary National Ambient Air Quality Standards (NAAQS). In addition, CAA §110(a)(1) & (2) requires that states include in their SIPs "infrastructure" elements that demonstrate how, through rules and procedures, the state will implement, maintain, and enforce a new or revised NAAQS. The infrastructure SIPs are due within three years of a new or revised NAAQS.

In this 8 page notice, EPA takes final action to approve or disapprove certain specific elements of Oklahoma's Infrastructure SIP submissions for the 2012 PM_{2.5} NAAQS and the 2010 SO₂ NAAQS.

For the 2012 PM_{2.5} NAAQS, EPA is approving almost all of the elements required by CAA §110(a), including the requirements related to the prohibition against interfering with the prevention of significant deterioration (PSD) in another state (§110(a)(2)(D)(i)(II), "prong 3"). EPA is disapproving the portion of the infrastructure SIP for the 2012 PM_{2.5} NAAQS that addresses interstate transport provisions for visibility protection (§110(a)(2)(D)(i)(II), "prong 4"). EPA finds that Oklahoma's SIP does not include measures that conform to the mutually agreed upon regional haze reasonable progress goals. (Oklahoma's submission did not address, and EPA takes no action on, the CAA elements regarding the prohibition against contributing significantly to nonattainment (§110(a)(2)(D)(i)(II), "prong 1"), or interfering with maintenance

(§110(a)(2)(D)(i)(II), “prong 2”), of the NAAQS in another state. Those two elements will be included in a future submission by Oklahoma.)

For the 2010 SO₂ NAAQS, EPA is disapproving the Oklahoma’s SIP submission only as it addresses interstate transport provisions for visibility protection (§110(a)(2)(D)(i)(II), “prong 4”). Oklahoma did not include a demonstration in its submission that emissions within its jurisdiction do not interfere with other states visibility protection plans. A Federal Implementation Plan (FIP) remains applicable to two electric generating units and, as per EPA guidance, EPA cannot give credit for the FIP when determining whether a state has met its obligations under these sections.

No comments were received in response to the proposals.

There is no deadline associated with this action.

From: Dravis, Samantha
Sent: Thursday, March 16, 2017 10:32 AM
To: Rees, Sarah <rees.sarah@epa.gov>
Subject: Oklahoma partial SIP disapproval

This is in the FR queue, and I would really like some more information about it and develop options for what to do. Who should I talk to?

Samantha Dravis

Senior Counsel / Associate Administrator for Policy

U.S. Environmental Protection Agency

To: Bowman, Liz[Bowman.Liz@epa.gov]; Jackson, Ryan[jackson.ryan@epa.gov]; Hupp, Sydney[hupp.sydney@epa.gov]; Bennett, Tate[Bennett.Tate@epa.gov]; Bolen, Brittany[bolen.brittany@epa.gov]; Brown, Byron[brown.byron@epa.gov]; Ferguson, Lincoln[ferguson.lincoln@epa.gov]; Fotouhi, David[fotouhi.david@epa.gov]; Freire, JP[Freire.JP@epa.gov]; Graham, Amy[graham.amy@epa.gov]; Greenwalt, Sarah[greenwalt.sarah@epa.gov]; Gunasekara, Mandy[Gunasekara.Mandy@epa.gov]; Hale, Michelle[hale.michelle@epa.gov]; Hupp, Millan[hupp.millan@epa.gov]; Konkus, John[konkus.john@epa.gov]; Lyons, Troy[lyons.troy@epa.gov]; Schwab, Justin[schwab.justin@epa.gov]; Wagner, Kenneth[wagner.kenneth@epa.gov]
From: Dravis, Samantha
Sent: Thur 4/13/2017 9:42:39 PM
Subject: RE:

I would suggest spelling out what ELG stands for for the WH folks. Great stuff!

From: Bowman, Liz
Sent: Thursday, April 13, 2017 5:38 PM
To: Jackson, Ryan <jackson.ryan@epa.gov>; Hupp, Sydney <hupp.sydney@epa.gov>; Bennett, Tate <Bennett.Tate@epa.gov>; Bolen, Brittany <bolen.brittany@epa.gov>; Brown, Byron <brown.byron@epa.gov>; Dravis, Samantha <dravis.samantha@epa.gov>; Ferguson, Lincoln <ferguson.lincoln@epa.gov>; Fotouhi, David <fotouhi.david@epa.gov>; Freire, JP <Freire.JP@epa.gov>; Graham, Amy <graham.amy@epa.gov>; Greenwalt, Sarah <greenwalt.sarah@epa.gov>; Gunasekara, Mandy <Gunasekara.Mandy@epa.gov>; Hale, Michelle <hale.michelle@epa.gov>; Hupp, Millan <hupp.millan@epa.gov>; Konkus, John <konkus.john@epa.gov>; Lyons, Troy <lyons.troy@epa.gov>; Schwab, Justin <schwab.justin@epa.gov>; Wagner, Kenneth <wagner.kenneth@epa.gov>
Subject: RE:

All – The White House asked us to compile our top five accomplishments so far, and it was actually really hard to pull JUST five....the following is what I am sending over to the White House. Thanks to Sam and Mandy for sending some great stats about jobs saved in just 51 days...

EPA TOP ACCOMPLISHMENTS:

✓ Following the President's Energy Independence Executive Order, Administrator Pruitt signed four notices to review and, if appropriate, to revise or rescind major, economically significant, burdensome rules the last Administration issued. This includes the so-called Clean Power Plan that threatens over 125,000 U.S. jobs the Oil and Gas Methane New Source Performance Standards.

- ✓• EPA is restoring states' important role in the regulation of local waters by reviewing the WOTUS ("waters of the U.S.") rule.
- ✓• EPA is allocating funds for vital environmental projects that go directly to the health of our citizens, such as providing \$100 million to upgrade drinking water infrastructure in Flint, Michigan.
- ✓• EPA's swift action on the ELG Rule saved over 100 jobs in a chemical processing plant in Florida.
- EPA issued an administrative stay to delay the compliance deadlines for the ELG Rule, which costs \$480 million per year and about \$1.2 billion for each of the first five years of compliance.
- ✓• By providing flexibility not granted by the Obama Administration and allowing two companies an extra year to comply with certain emission standards, Scott Pruitt's EPA saved a company in West Virginia from laying off two-thirds of its workforce and shutting down operations for about six months and saved a company in Ohio from cutting its workforce in half. These companies are the only U.S. producers of a product that makes steel usable, and without their work, steel manufacturers will be forced to purchase this product exclusively from foreign sources.
- ✓• EPA is stopping the methane Information Collection Request (ICR) by telling businesses they no longer have this additional bureaucratic burden, with the cost to American businesses attempting to comply exceeding \$42 million.

From: Jackson, Ryan

Sent: Thursday, April 13, 2017 5:33 PM

To: Hupp, Sydney <hupp.sydney@epa.gov>; Bennett, Tate <Bennett.Tate@epa.gov>; Bolen, Brittany <bolen.brittany@epa.gov>; Bowman, Liz <Bowman.Liz@epa.gov>; Brown, Byron <brown.byron@epa.gov>; Dravis, Samantha <dravis.samantha@epa.gov>; Ferguson, Lincoln <ferguson.lincoln@epa.gov>; Fotouhi, David <fotouhi.david@epa.gov>; Freire, JP <Freire.JP@epa.gov>; Graham, Amy <graham.amy@epa.gov>; Greenwalt, Sarah <greenwalt.sarah@epa.gov>; Gunasekara, Mandy <Gunasekara.Mandy@epa.gov>; Hale, Michelle <hale.michelle@epa.gov>; Hupp, Millan <hupp.millan@epa.gov>; Konkus, John <konkus.john@epa.gov>; Lyons, Troy <lyons.troy@epa.gov>; Schwab, Justin <schwab.justin@epa.gov>; Wagner, Kenneth <wagner.kenneth@epa.gov>

Subject:

No 8am tomorrow. Happy Good Friday.

